



Inspired to Achieve  
**Changing Lives 2018-2021**

A man in a striped t-shirt carries a young child on his shoulders. The child, wearing a red plaid shirt, holds a kite string. The kite is visible in the upper left. The background is a warm sunset over a landscape. The overall mood is hopeful and aspirational.

# Our Vision

Our vision is to offer opportunities that empower people to fulfil their potential and progress into sustainable employment



# Introduction

Inspired to Achieve (i2a) are delighted to introduce our new strategic plan Changing Lives.

Over the last four years, i2a have achieved some fantastic results, supporting 776 people into employment and 100% customer satisfaction. This is however, only the beginning, our aim is to support someone into a job every day and ultimately change lives.

Changing Lives is the facilitator for the next phase of our mission to create and deliver innovative services that enable us to achieve our vision and support our customers to fulfil their potential.

To deliver Changing Lives' ambitious objectives, we have a team of passionate, innovative and motivated people who are commercially-minded, can adapt to change and exceed customer expectations. Combining this with the energy, determination and business knowledge of our Board and parent company Yarlington Housing Group, we will continue to grow and deliver.

We are delighted to share Changing Lives with you, including the commitments we are making to ourselves, our Board and most importantly, our customers.

Michael Stancombe and Debra Scarratt  
Chair and Head of Inspired to Achieve



## Who are we?

I2a is a wholly-owned subsidiary of Yarlington Housing Group and provides impartial information, advice and guidance to empower people to fulfil their potential.

I2a deliver a range of innovative services, working with people who are unemployed or economically inactive to move them into employment and increase their social choice, and young people in education providing careers information, advice and guidance.

I2a are currently commissioned to deliver the following contracts:

- **Yarlington Any Job, Better Job, Career (ABC)** – Yarlington Housing Group
- **Employment Support** to Somerset West & Town Council
- **Positive People** – Core partner with Pluss, funded by the National Lottery and the European Social Fund
- **CEIAG contract** – South Somerset 14-19 Partnership

### Our values are:



#### Dedication

We are dedicated to what we do and always go the extra mile for our clients, our commissioners and our colleagues



#### Innovation

We are innovative; always looking for and remaining open to new ways of working



#### Passion

We are passionate about what we do because we see the outcomes of our work and the difference that it makes to people's lives



#### Collaboration

We work collaboratively with our clients, commissioners and other partners to ensure a joined up approach to planning and service delivery

# Operating environment

The world i2a operates in is changing, with internal and external factors influencing our business and the services we provide.

The UK's employment rate has dropped to 4%, the lowest it's been in 40 years. Within our core area, Somerset's unemployment rate is also low at 3.1% however, we have 66,400 people who are classed as economically inactive. Of this number, 16,400 are looking for work.

In relation to our parent company Yarlington, the housing sector is increasingly dynamic. The recent Social Housing Green Paper has placed a significant spotlight on housing associations. As a result, the sector is witnessing a great momentum in the provision of customer services, support and opportunities. I2a demonstrates a

proactive approach to delivering great services and changing lives.

i2a work in partnership with Give Us A Chance (GUAC) who are the leading employment and skills consortium in the social housing sector and the Employment Related Services Association (ERSA).

***"Austerity cuts have also reduced funding available in the employment sector by 80%."***

GUAC has a key role in influencing government strategy and policy. 2018 will see the launch of a brand new campaign 'Communities that Work'.

Additionally, BREXIT means an uncertain future for the sector. The European Social Funding directed at



employment and skills will be replaced by the UK Shared Prosperity Funding (UKSPF). The implications of this are currently unknown. GUAC and ERSA are involved in the UKSPF steering group and with the head of i2a holding a Directorship at GUAC, i2a have a great opportunity to help influence and shape decisions.

Austerity cuts have also reduced funding available in the employment sector by 80%.

The Centre for Social Justice and the Institute for Public Research have recently published reports championing the excellent employment support housing associations provide. Within the former, i2a were featured as a prime example of how housing associations can excel in employment support.

Finally, welfare reform continues across the UK, with the full rollout of Universal Credit. I2a currently help customers manage the impact of this change and support them into employment.

As technological advancement continues to develop, access to Universal Credit, information and employment opportunities are also becoming more difficult for those who lack skills, confidence and hardware. We will maximise technological outcomes, equipping customers to access web-based services and get into employment.

## Meet the i2a Board



**Michael Stancombe**  
Chair



**Sam Leigh**  
Executive Director  
and Board  
Member



**Helen Lacey**  
Non Executive  
Director



**Ailsa McGregor**  
Non Executive  
Director



**Debra Scarratt**  
Head of Inspired  
to Achieve

# Success to March 2018

**100%**  
customer  
satisfaction

Spent  
**£14,008**  
of the Ambition  
Fund



**1731**  
Customers  
engaged



**776**  
People into  
employment



Tackling unemployment and  
in-work poverty :  
DWP saved  
**£10,321**  
per JSA/ ESA claimant moved  
in to work



**386**  
into training



**£4,473**  
Saving to local  
economy per JSA/ ESA  
claimant



**87**  
into work  
experience or  
volunteering



Social Value  
**£2.5M**



# Objectives



## 1 Develop and create innovative services and products

This is our opportunity to energise and develop our service offer and explore new markets and opportunities.

### We will:

- a) Build on and develop networks to lead to new business opportunities
- b) Invest in and develop innovative solutions to attract new customers
- c) Focus research and development into new products and market segments
- d) Use our research and appraisal model to develop our emergent priorities
- e) Define our service offer and promote to new markets
- f) Recruit talent and invest in colleagues to meet the needs of current and future business

## 2 Provide the best service to our clients

We need a service that exceeds the expectations of our clients now and into the future. We will work towards understanding what customers are looking for and find ways to meet their expectations.

We will tell a story to ensure people understand exactly what we do and the social impact of our work. I2a will continue to work with partners to influence government and the employment sector.

### We will:

- a) Strive to maintain 100% customer satisfaction

- b) Collaborate with peers to develop a positive and valuable relationship with the government and wider stakeholders to influence policy
- c) Develop our delivery model and resources to provide bespoke services to meet the needs of our clients
- d) Maintain strong governance, ensuring we are fit for purpose
- e) Be the first choice provider of support in our sector

## 3 Grow our business, increasing re-investment in employment services and new homes

Residents of social housing are disproportionality affected by unemployment, low pay, and unsure employment. We intend to expand our proposition and reach into new geographical areas.

### We will:

- a) Promote and market our service to seek new business opportunities across the public, private and third sectors.
- b) Diversify and grow revenue streams from multiple sources, products and services
- c) Identify and secure financial investment to develop and achieve objectives
- d) Identify new geographical areas and expand our operating area
- e) Align our service offer with Yarlington's Next-Gen strategy to deliver employment support in Bristol

# Strategy in action

# Anticipated headlines

## STEP ONE: DESIGN

Strategic development, impact analysis, governance



## STEP TWO: BUILD

Service innovations, collaborations, pilots, R&D



## STEP THREE: DELIVER

New markets, new products, growth





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